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Narratives of transition from social to enterprise: You can't get there from here!



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Pam Seanor, Mike Bull & Sue Baines

ESRC Seminar Series Reconstructing Social Enterprise

Narratives of transition from social to enterprise: You can't get there from here!

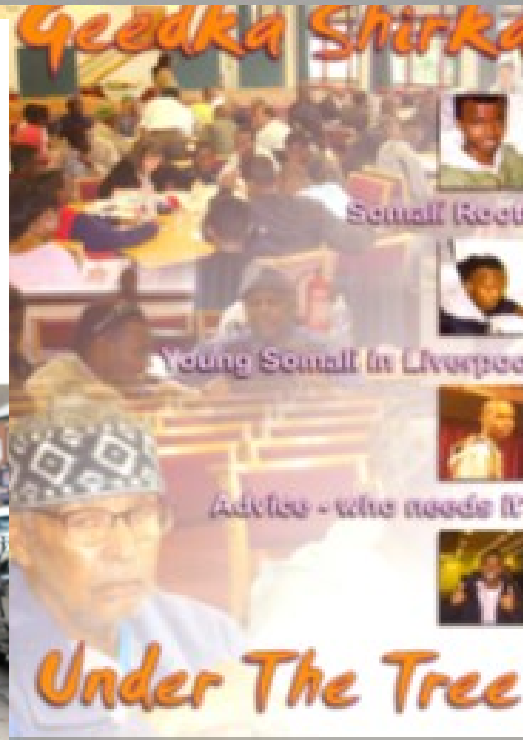
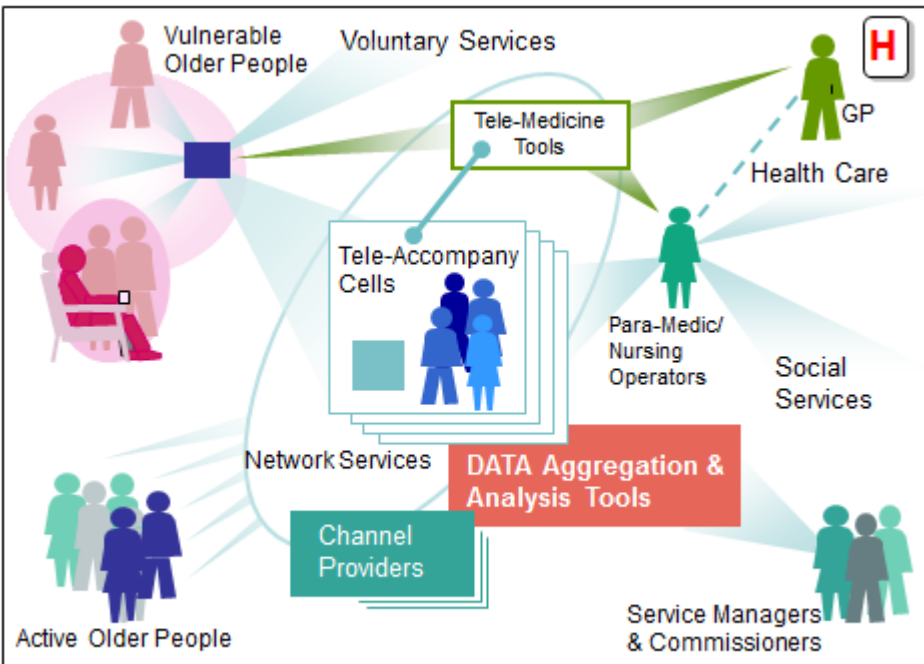
International Journal of Entrepreneurial Behaviour & Research 19 [3]: 324 - 343

Outline

- In response to calls to critically analyse and conceptually advance social enterprise:
- An exploration of transition - Rising Tide of commercialisation
Grand narrative [Government policy documents]
- We shift the lens away from the enthusiasm:
Counter narratives and little narratives
- Visual Data - Qualitative interviews and drawings
- Findings - 3 interwoven strands of movement to show processes of change and transition; particularly contradictions and paradoxes
- Finally, table discussions (and drawing!)

Visual data

- * Growing interest in image-based research in social science
- * Images may be found, researcher created, participant created
- * Visual data may be used as a stimulus for other data
- * Participant created data include photographs, models, drawings



Visual data: research

- * Collect diagrams, computer graphics, drawing (Meyer 1991)
- * ‘Images can be as valuable as words or numbers in exploring organizational constructs’ and Stiles (2004 p. 127)
- * Visual research in management studies is developing rapidly (Bell and Davidson 2013)

Research design

- * Interviews with social enterprise practitioners combined with
- * Visual stimulations presented to interviewees
- * Drawings elicited from them
- * Drawing as a continuation of narratives
- * Analyzed drawings and participants' interpretation of their drawing

Stories & drawings of little narratives

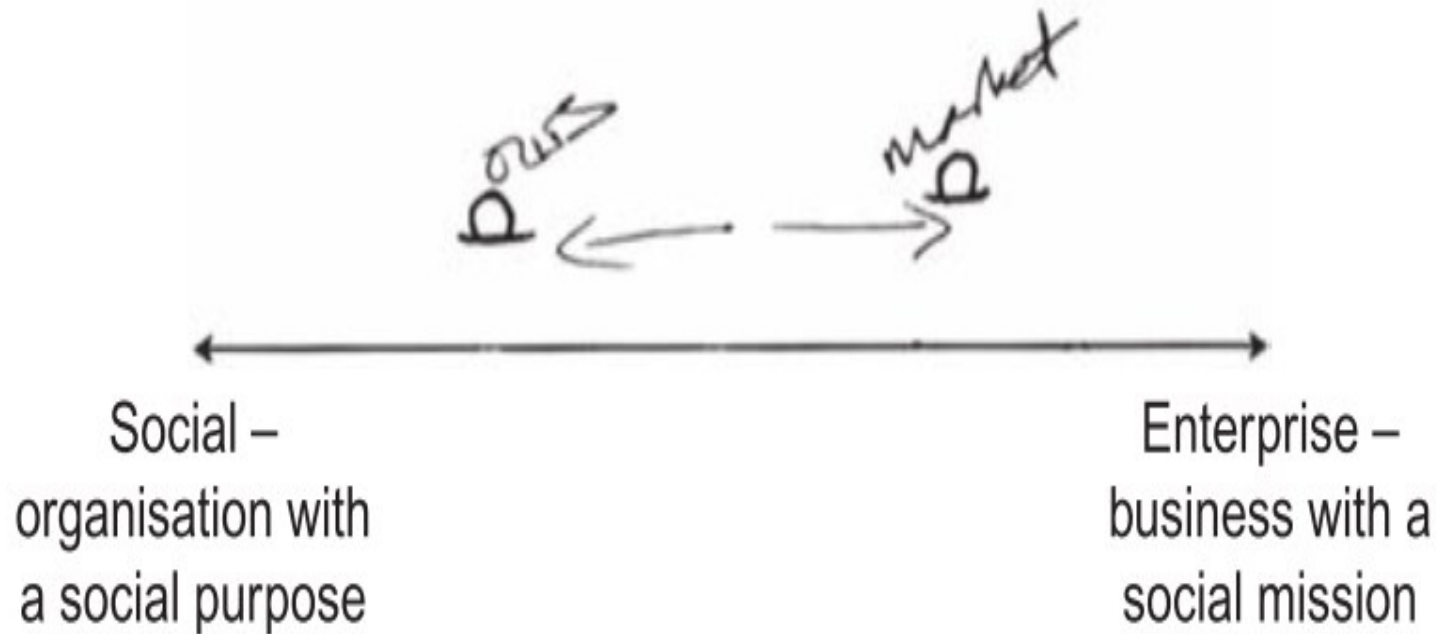
3 interwoven strands:

- 1] Process of identity and change
- 2] Negotiating linear models
- 3] Positive aspects of paradox

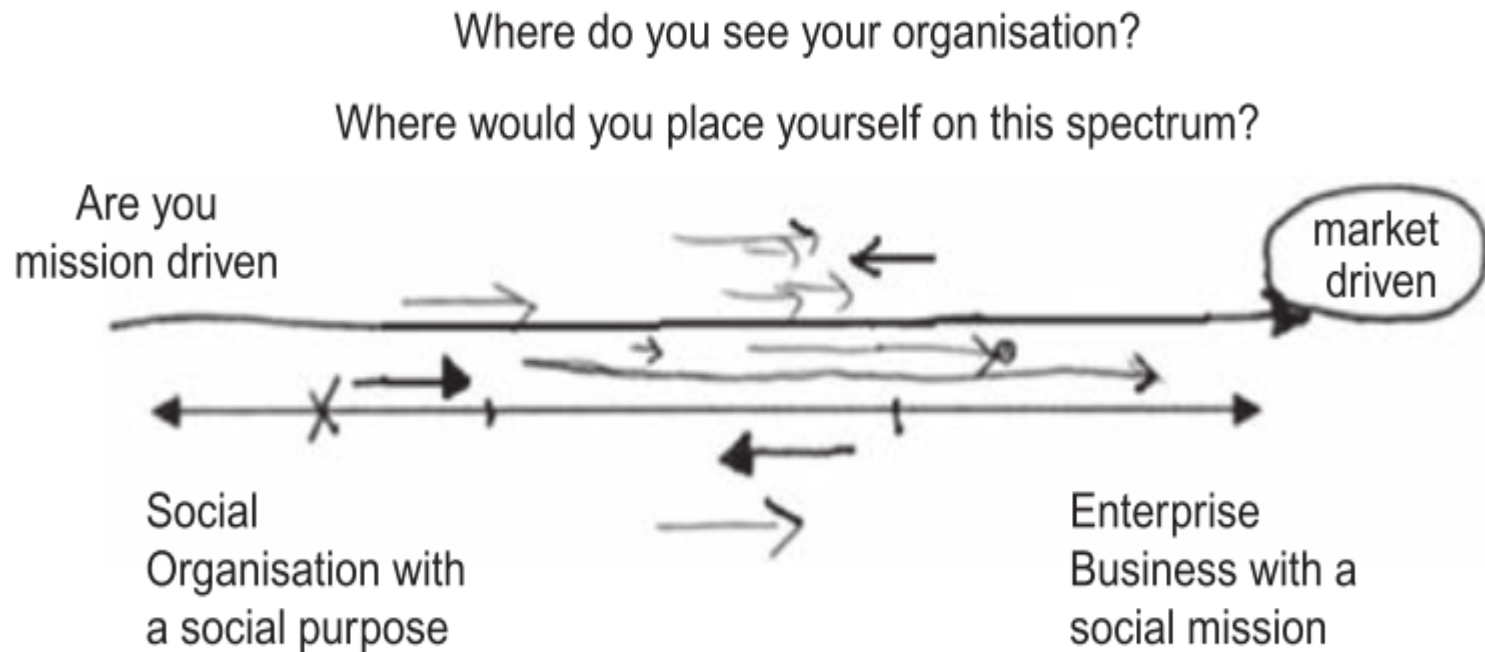
Process of identity & change

I could caricature it as the difference between the well-meaning, badly organised, rather backward looking community sector that doesn't like the modernization agenda or the pace of change that is constantly accelerating. The voluntary community sector finds this very difficult ... Whereas, the social enterprise sector is all gung-ho and tra-la-la-la and it loves modernization. It talks the talk and wears a suit most often, even the women. It is almost that obvious, the split between older, not so well dressed people looking backwards, and younger, better-dressed social enterprises looking forwards.

Identities and change cont...

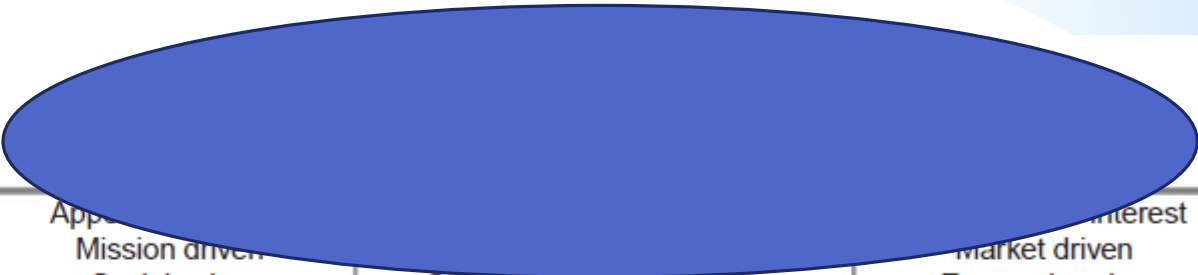


Negotiating the linear models



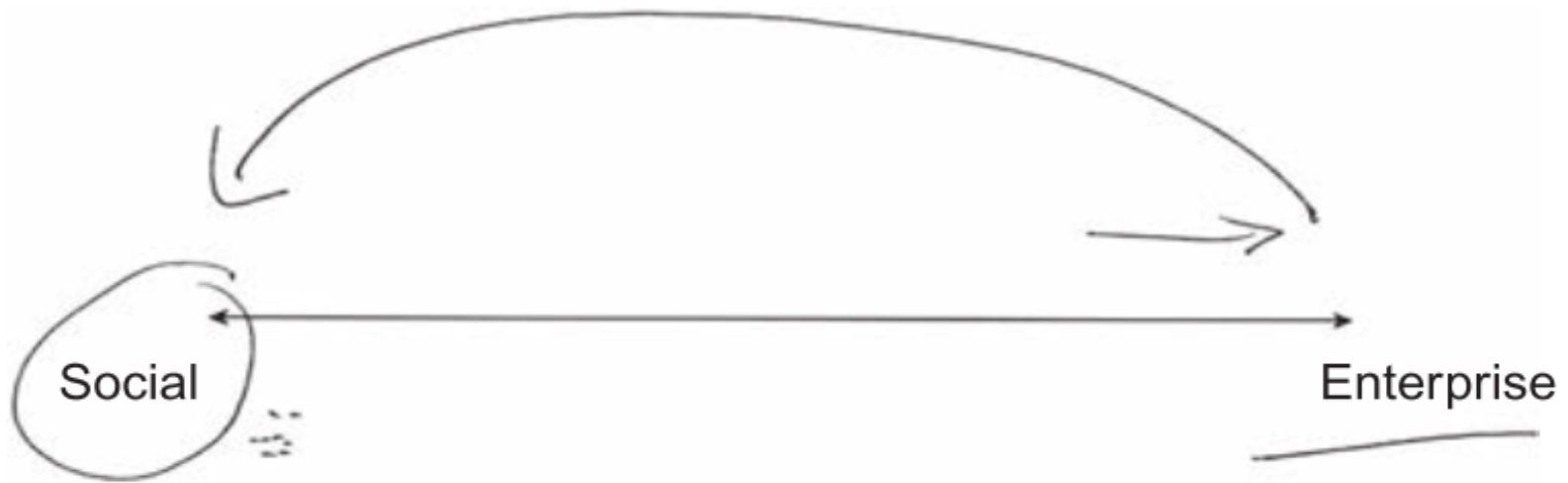
Are you responding to a community need or a market opportunity?

Negotiating the linear models



Motives, methods, and goals		Applicable motives Mission driven Social value	Social and economic value	Interest driven Market driven Economic value
Key stakeholders	Beneficiaries	Pay nothing	Subsidized rates, or mix of full payers and those who pay nothing	Market-rate prices
	Capital	Donation and grants	Below-market capital, or mix of donations and market-rate capital	Market-rate capital
	Workforces	Volunteers	Below-market wages, or mix of volunteers and fully paid staff	Market-rate compensation
	Suppliers	Make in-kind donations	Special discounts, or mix of in-kind and full-price donations	Market-rate prices

Negotiating the linear models cont...



The entrepreneurship has to apply because, at the moment, we all are having to be entrepreneurs in order to survive. Which is different to organisations that are new and coming through from the start. And I think there is a difference between new organisations that are emerging, and start from scratch and established organisations that are changing, and doing things in a different way.

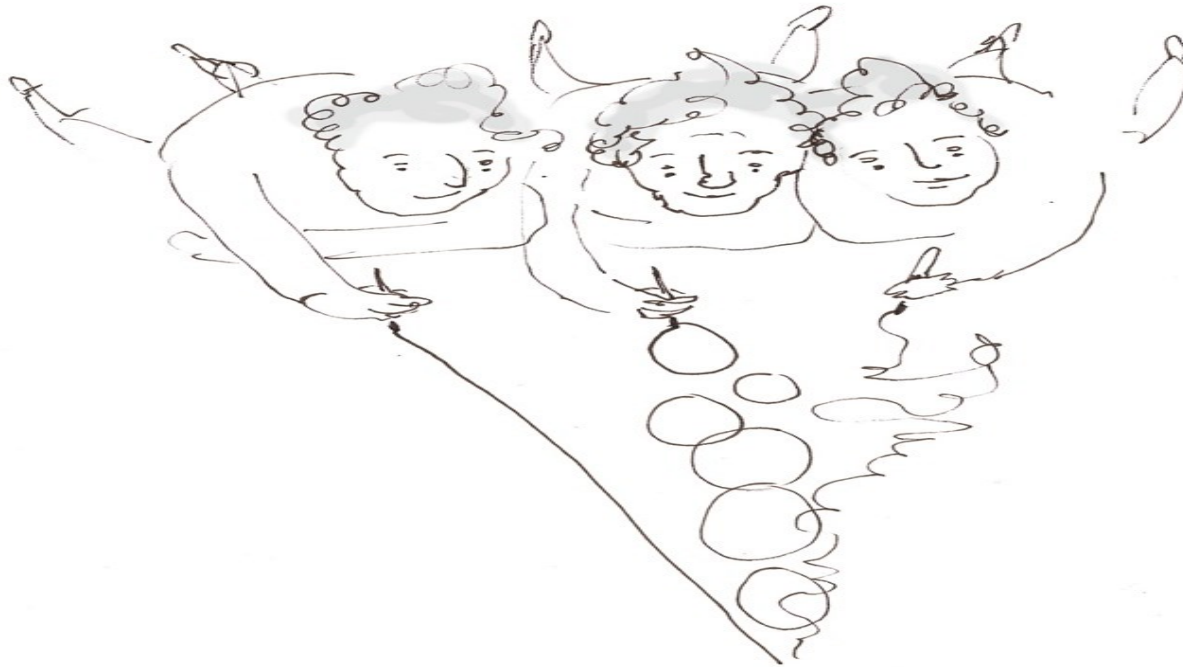
So, for me, for us, we're changing. And so we have this idea of enterprise because we need to be self-funding. But the other bit of that is we have to develop contract arrangements, service level agreements rather than the old grants. But we sort of worked out that's not going to be enough; we need to be sustainable without the contracts. Or, we'd like to be. Otherwise we are too dependent on the one particular area.



Implications

Departs from conceptualisations
either the grand
and/or counter narratives

Table discussions



If the agenda is the grand narrative
how are you grappling with that?